GOSEI

Culture follows structure:

case study from a big insurance company in Germany

Wolfgang Steffens *Helsinki, Oct 2019*
wolfgang.steffens@gosei.fi +358 50 3535393

Form 3 equally sized groups based on

☑ **maximum diversity**

Introduce yourself and find your group

- **Name**
- **Industry**
- **Role**
- **Experience Scrum**
- **Experience Large-Scale Scrum**
- **What to remember me by**

Gosei Oy all rights reserved.

Wolfgang Steffens



Gosei Oy all rights reserved.



Gosei Oy all rights reserved.



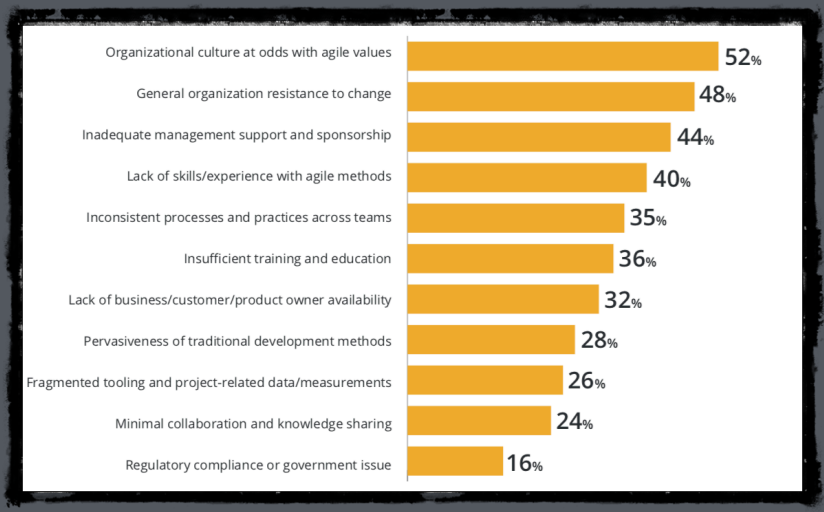
Change the culture

Change the game

Roger Connors and Tom Smith

Gosei Oy all rights reserved.

Source: https://institutionalresearch.files.wordpress.com/2013/10/change_the_culture_change_the_game-online.pdf



Gosei Oy all rights reserved.

VersionOne 2019 report

Integrating non-development functions

Other functions unwilling to change

Incremental delivery pace

Product launch activities

Rewarding model not teamwork centric

Agile difficult to implement

Misunderstandigs concepts

Lack of guidance from literature

Agile customized poorly

Reverting to the old way of working

Excessive enthusiasm

Change resistance

General resistance

Skepticism

Top down mandate

Management unwilling to change

Requirement engineering

High-level reqs mgmt missing

Refinement

Creating and estimating US

Gap between long and short term planning

Gosei Oy all rights reserved.

Source: https://reader.elsevier.com/reader/sd/pii/S0164121216300826?token=E9E3BA3FD1E2E133CA9A7C0CBCB63583AC9E4964C6427F83D968C90CF7514F1E24FC3718826A18C53E9F88D6A71B4925#go to %22subsection..4.2%22

Culture change is free

John Seddon

Gosei Oy all rights reserved.

Vehicle insurance in a big insurance company in Germany

Full case study can be found here: https://less.works/case-studies/german-big-insurance.html

Gosei Oy all rights reserved.



&









Insurance clerk



Yoda: a Porsche, I want

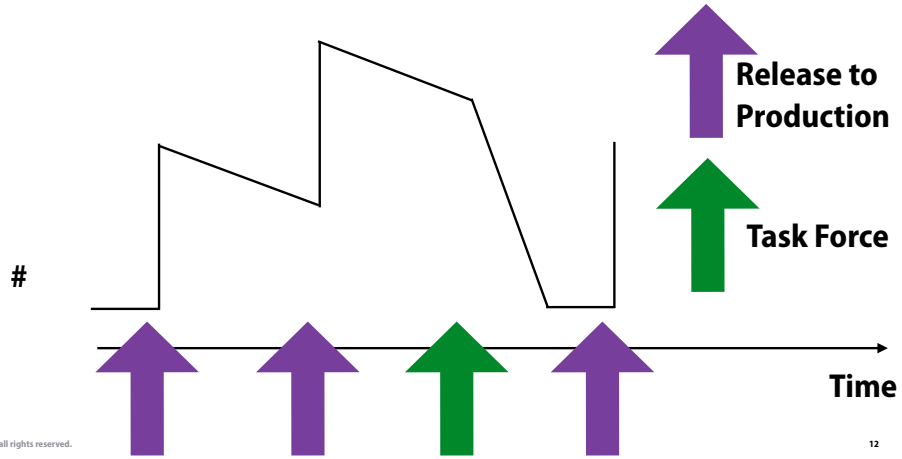
Gosei Oy all rights reserved.

Background

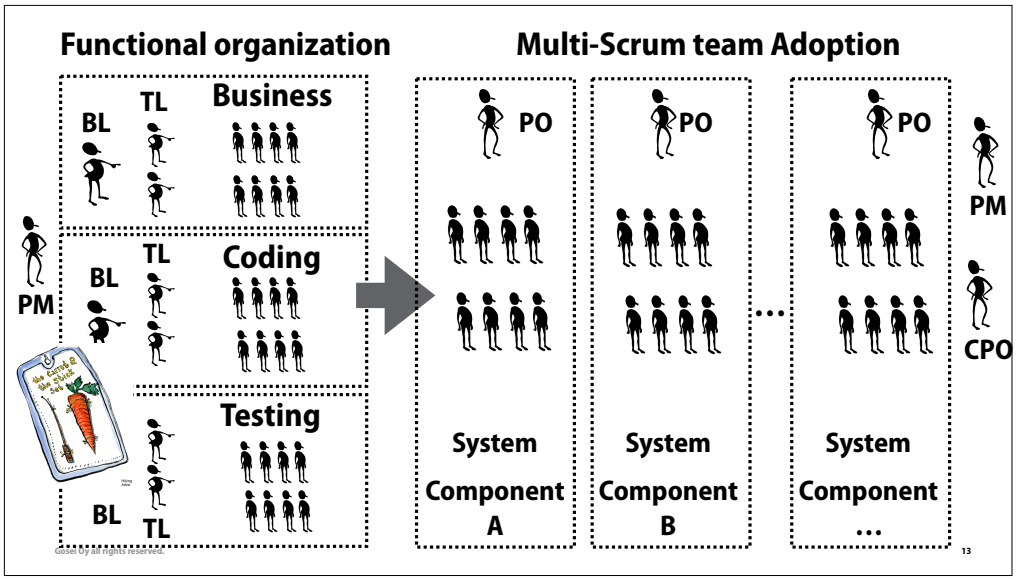
- Several programming languages
- Some kind of build system was in place
- Unit tests, acceptance tests, and regression tests mostly manually
- No visual management (incident group)
- No feedback loops to the teams with test results
- Jira for everything (organically grown project setup)
- Work items sliced on technical view and (System) components

Gosei Oy all rights reserved.

Quality indicator: Incident rate



Gosei Oy all rights reserved.





Teams designed by management

Features did not get "done"

Lots of coordination

No transparency

PBIs sliced technically

Requirements blindly implemented

Plenty of bugs

Only fraction of requirements delivered

Gosei Oy all rights reserved.

Fear of the known > **Fear of the unknown**

Gosei Oy all rights reserved.

In your groups:

You are the coach, what would you have done next?

Gosei Oy all rights reserved.

Flow of events

Product Definition - Requirement Areas → Self-designing team workshop → Initial Product Backlog workshop → PBR Outcome Sharing Session → Sprint Planning

3. 2. 1.

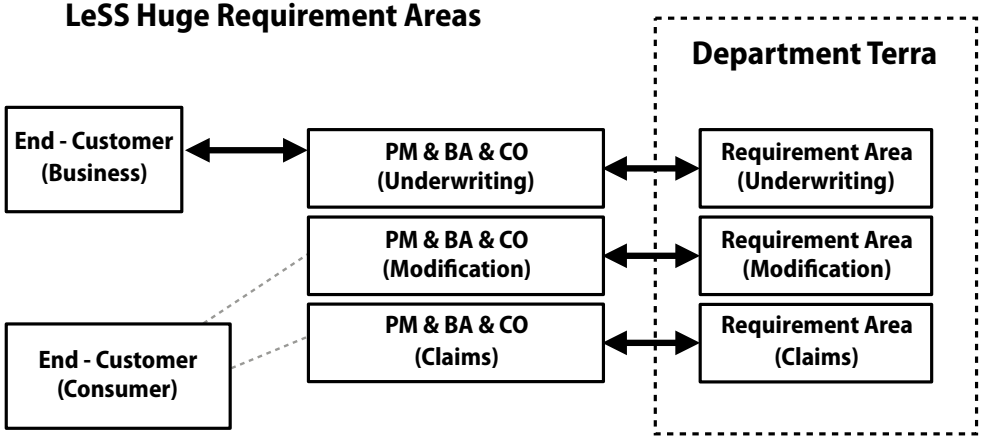
Gosei Oy all rights reserved.

Flow of events

Product Definition - Requirement Areas → Self-designing team workshop → Initial Product Backlog workshop → PBR Outcome Sharing Session → Sprint Planning

Gosei Oy all rights reserved.

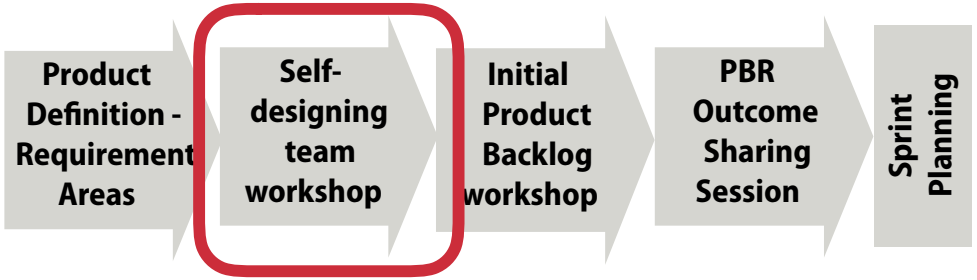
LeSS Huge Requirement Areas



PM & BA & CO = Product Management, Business Analysis, Coordination

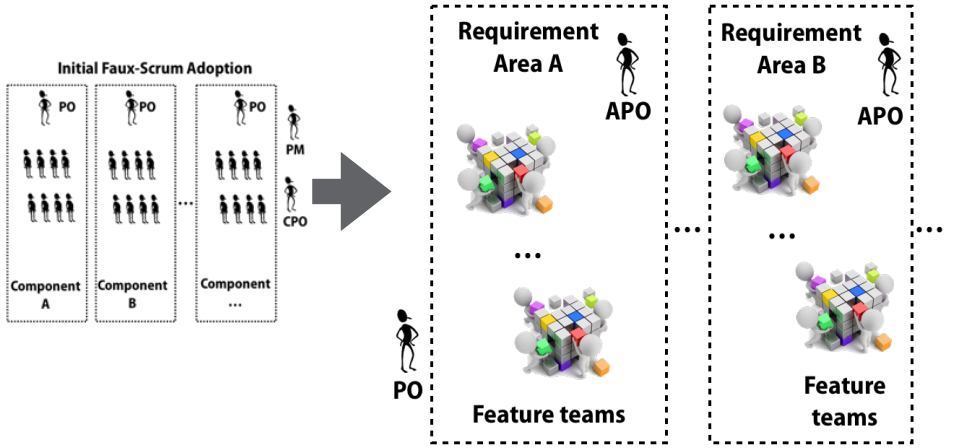
Gosei Oy all rights reserved.

Flow of events



Gosei Oy all rights reserved.

LeSS Adoption



Gosei Oy all rights reserved.

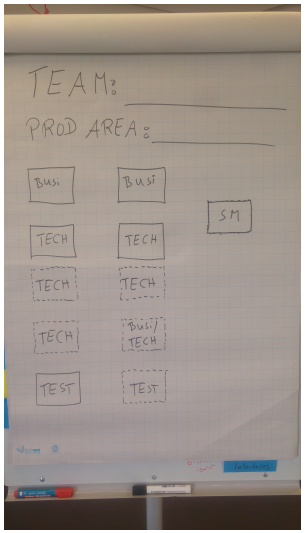


In your groups:

You are the coach, how would you plan and run a team self designing workshop?

Gosei Oy all rights reserved.





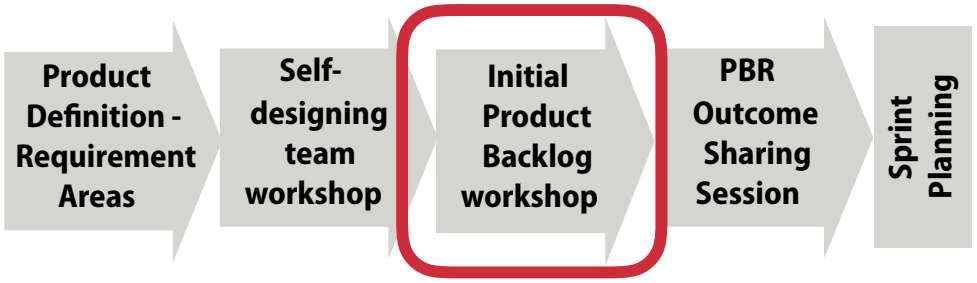
Gosei Oy all rights reserved.



Gosei Oy all right



Flow of events



Gosei Oy all rights reserved.



In your groups:

You are the coach, how would you plan and run the initial Product backlog Refinement workshop?

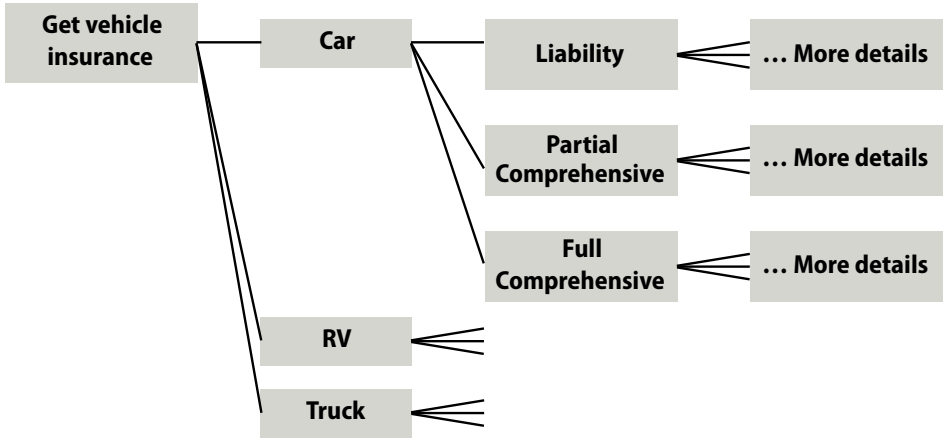
Gosei Oy all rights reserved.





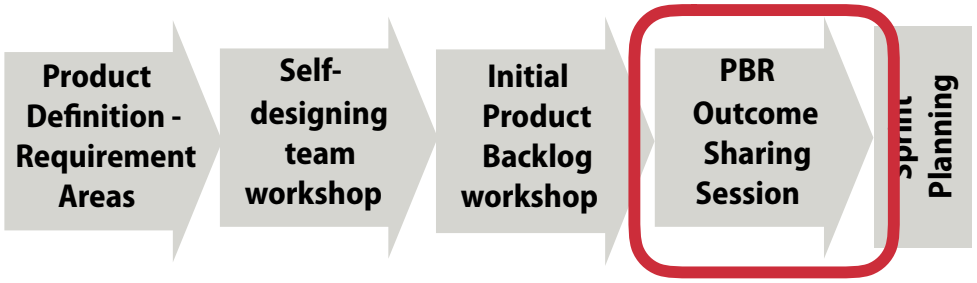
Gosei Oy all rights reserved.

Requirement splitting (illustrated)



Gosei Oy all rights reserved.

Flow of events



Gosei Oy all rights reserved.

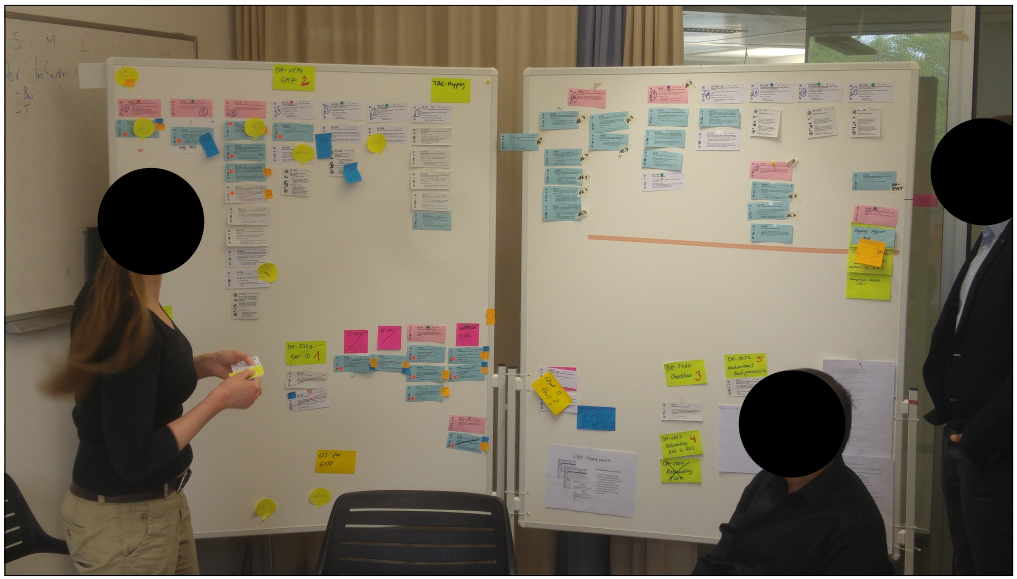


Gosei Oy all ri

In your groups:

You are the coach, what to do with Jira and excel as a PB tool?

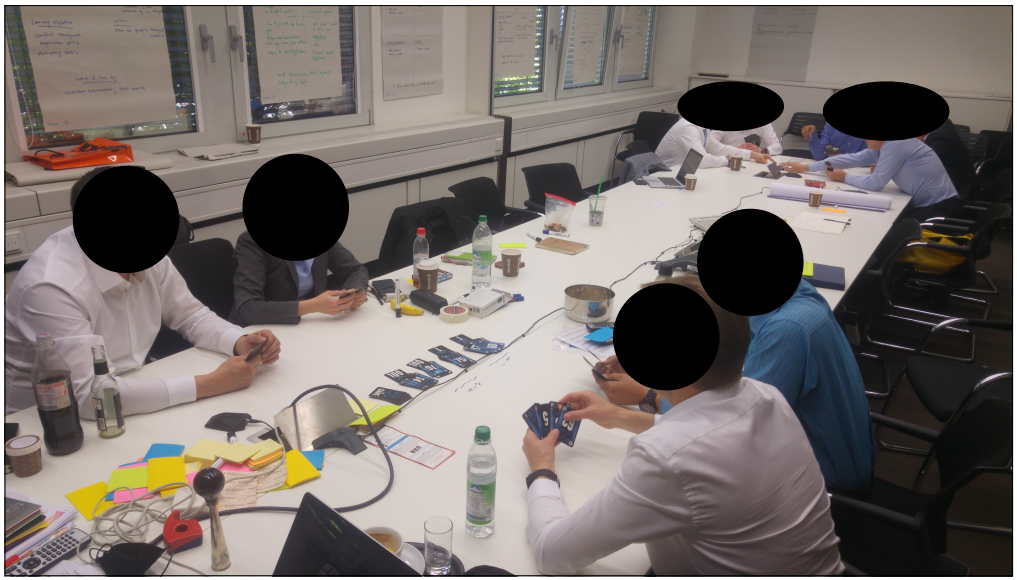
Gosei Oy all rights reserved.



In your groups:

You are the coach, what to do with the LeSS unexperienced Scrum Masters?

Gosei Oy all rights reserved.





In your groups:

You are the coach, do we need a "Adoption project team"? How to get management involved? How to solve the issues of the adoption which are escalated or need senior mgmt support?

Gosei Oy all rights reserved.

Agile Guiding Coalition





Gosei Oy all rights reserved.

Not perfect - yet a good start

Gosei Oy all rights reserved.

#1



Culture follows structure

Gosei Oy all rights reserved.

#2



Improved collaboration @teams and ProdMgmt

Gosei Oy all rights reserved.

#3



Focus on customer needs

Gosei Oy all rights reserved.

#4



Descaled the organizational complexity

Gosei Oy all rights reserved.

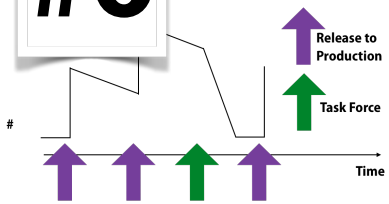
#5



Release goals achieved through inspect & adapt focus on essentials

Gosei Oy all rights reserved.

#6 Quality indicator: Incident rate

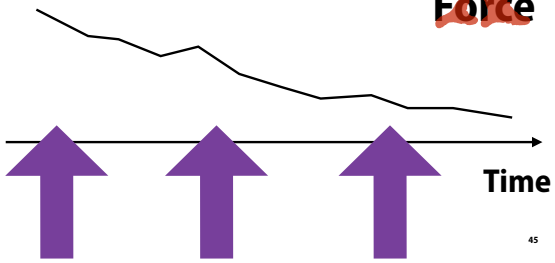


After LeSS Adoption



~~Task Force~~

Before LeSS Adoption



Gosei Oy all rights reserved.



No top management support!

Gosei Oy all rights reserved.

?

Gosei Oy all rights reserved.

GOSEI